

FIG. 1

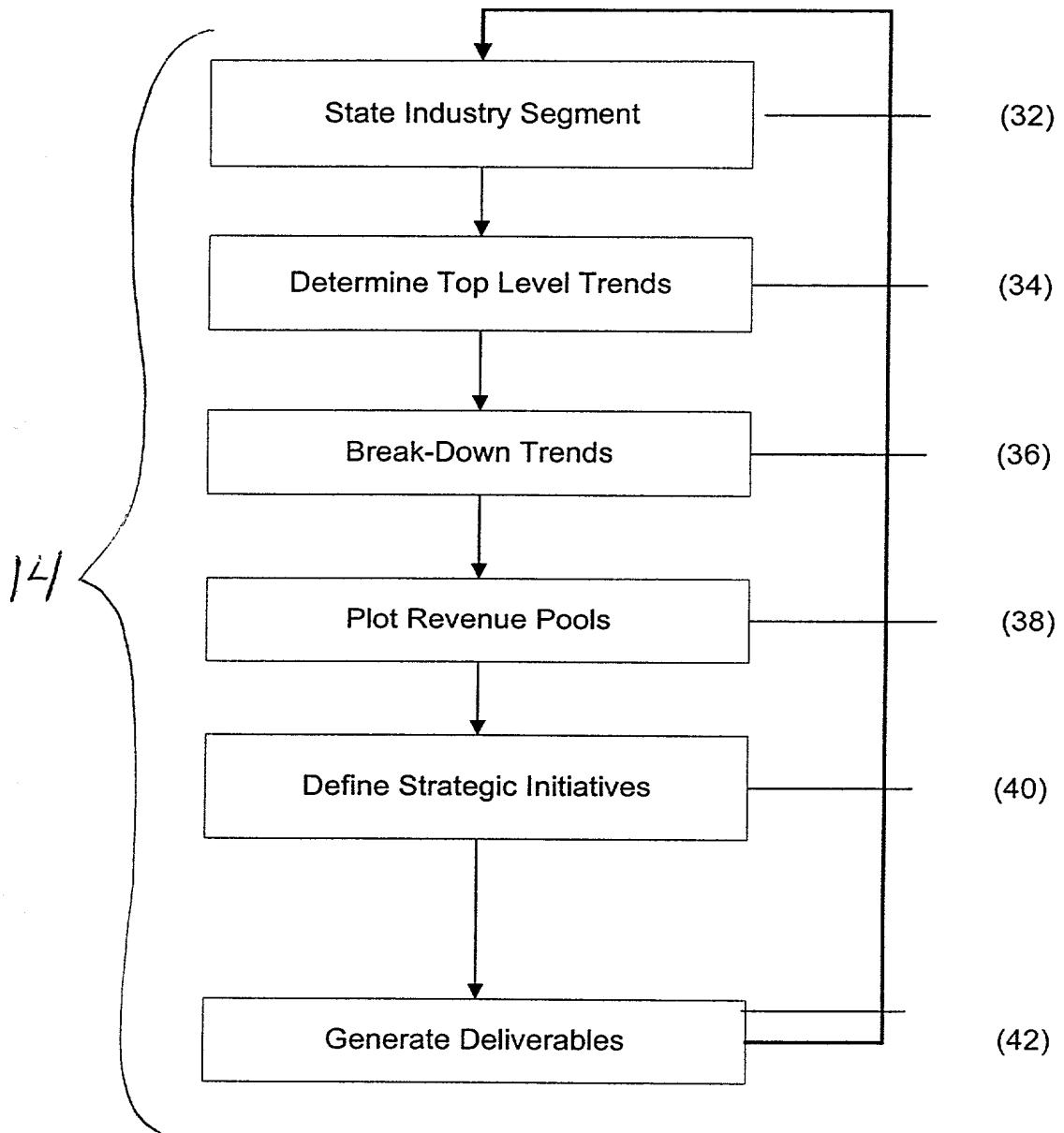


FIG. 2

16

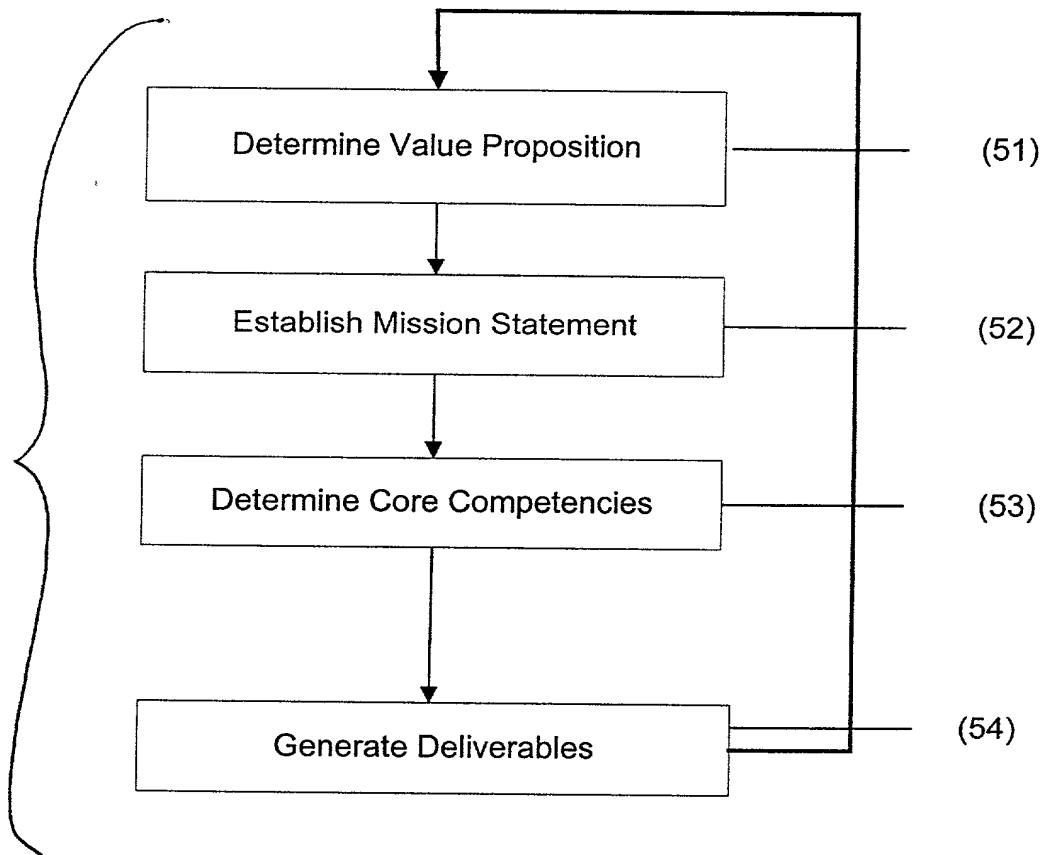


FIG. 3

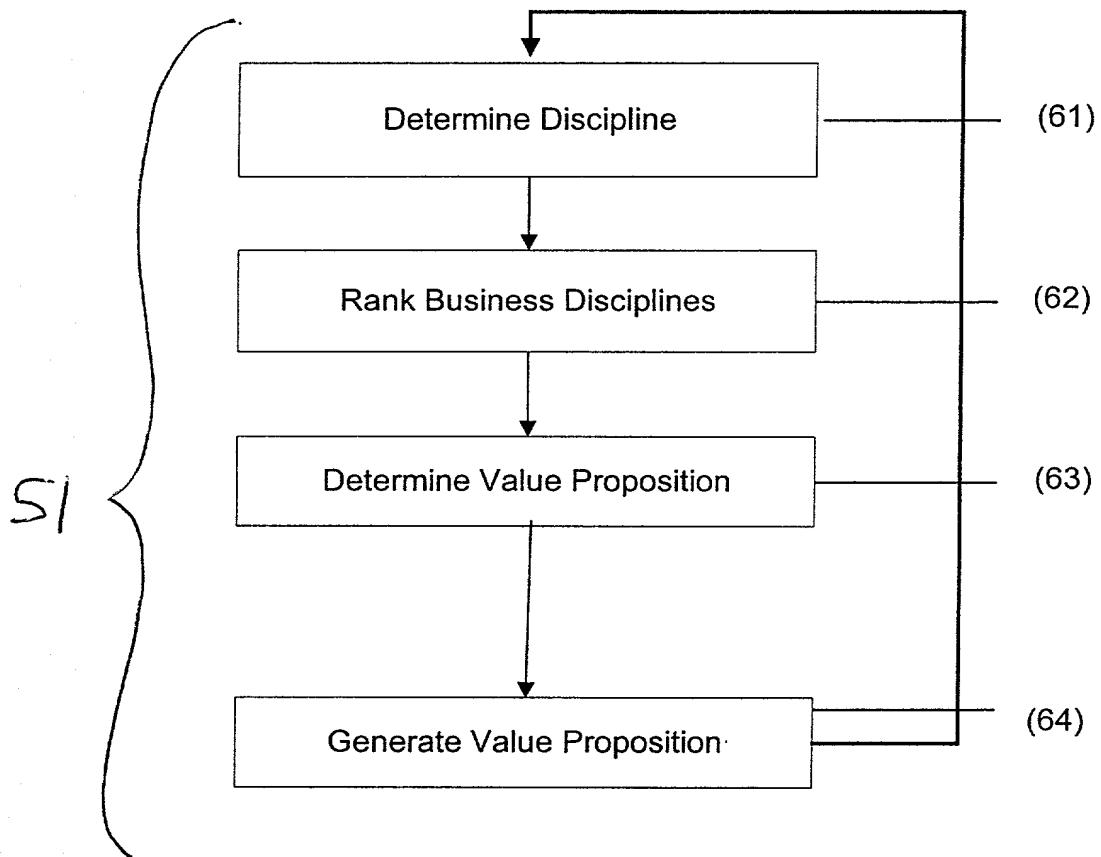


FIG. 4

212

Value Proposition	Business	Competitor		Customer Importance	B Score	A Score	B Score	Product Lead Score for Baseline Company =
		A	B					
Energy								
248nm	5	5	5	7	35	35	35	
193nm	3	5	5	10	30	50	50	
Rep-Rate								
248nm	5	5	5	7	35	35	35	
193nm	3	5	5	10	30	50	50	
BW								
248nm	5	5	5	7	35	35	35	
193nm	5	5	5	7	35	35	35	
Dose								
248nm	5	5	5	5	25	25	25	
193nm	5	5	5	5	25	25	25	
Software								
248nm	3	5	5	3	9	15	15	
193nm	5	6	6	8	40	48	48	
\$/BP								
248nm	5	6	6	8	40	48	48	
193nm	5	6	6	8	40	48	48	
Manufacturing								
Reliability								
Spares								
Training								
Services								
Metrology								
APC								
Applications	7	2	2	2	5	35	10	10

OE = Operational Excellence
CI = Customer Intimacy

* Baseline Company score
equals Integrator Requirements
(score = 5)

34
300
101

Fig. 5

222 220

	Product Lead		OE		CI	
	Rank	Score	Rank	Score	Rank	Score
Business Competitor A	2	29	1	50	1	40
Competitor B	3	34	3	34	3	22
Competitor C	1	34	2	43	2	22

Customer Importance		
Product Lead	OE	CI
3	1	2

Fig. 6

230

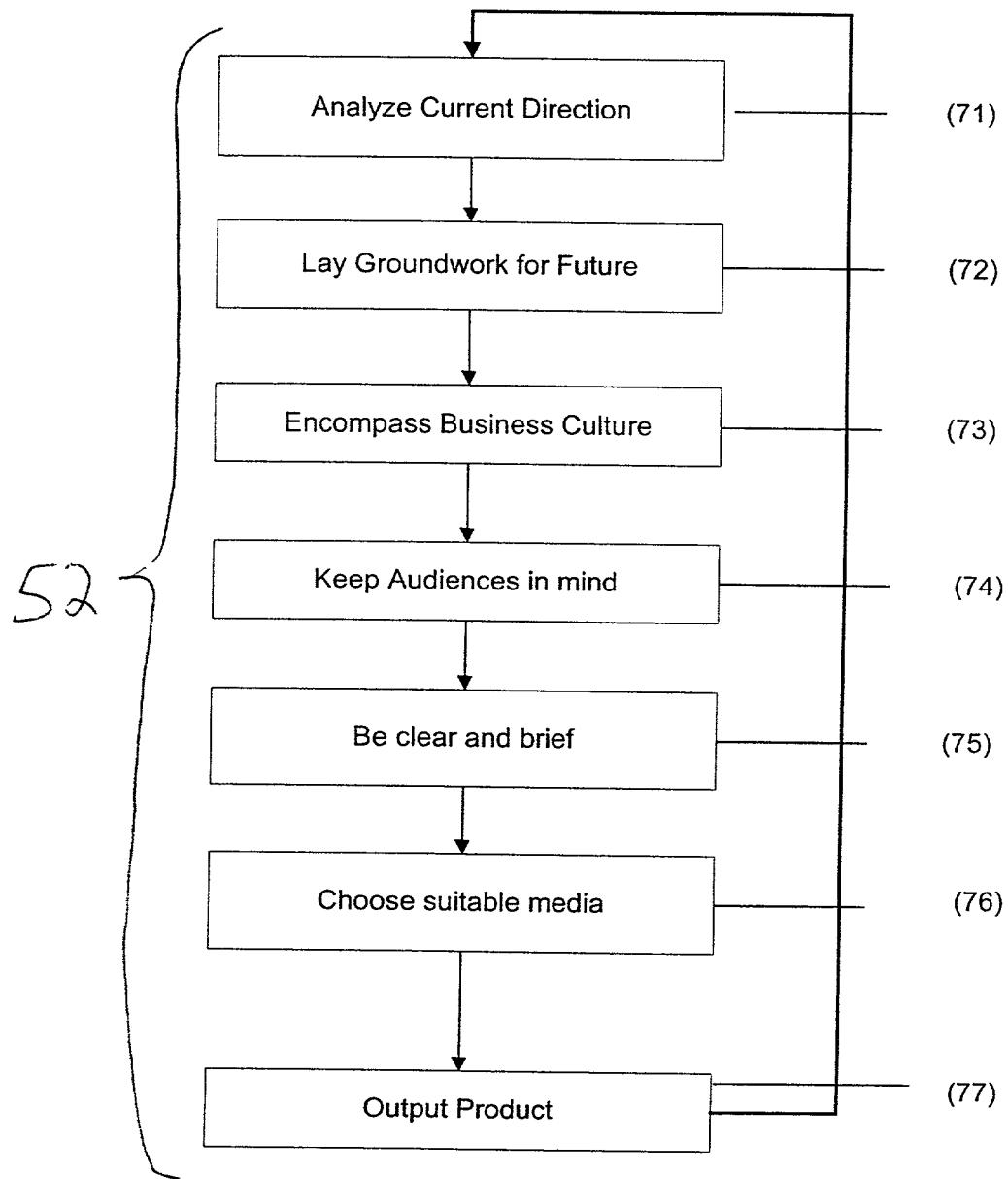


FIG. 7

80

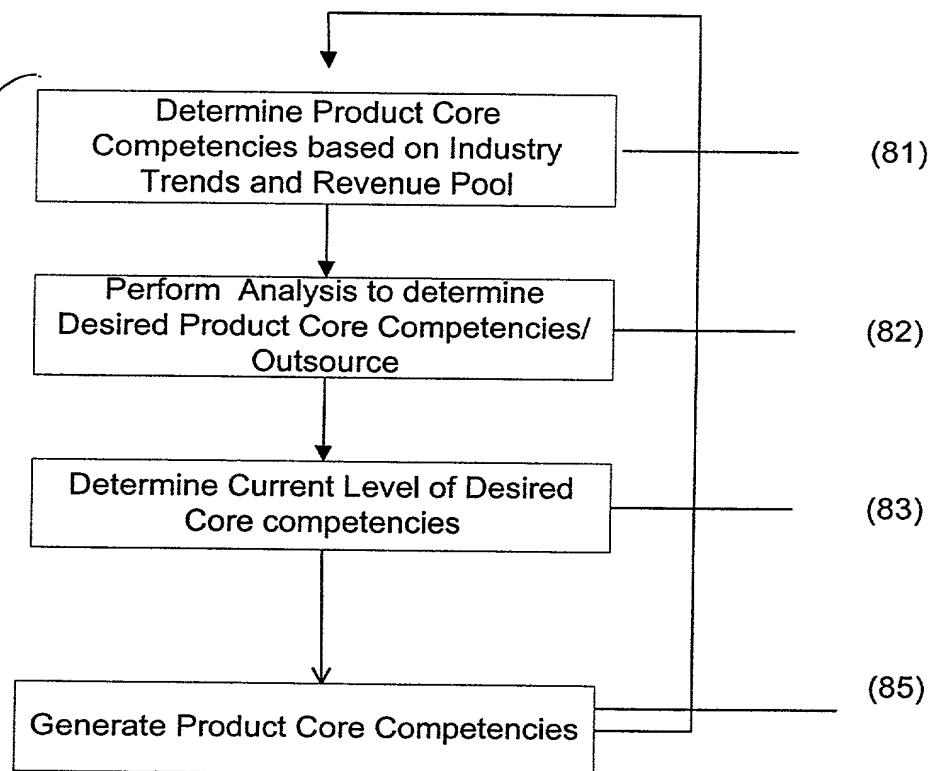


FIG. 8

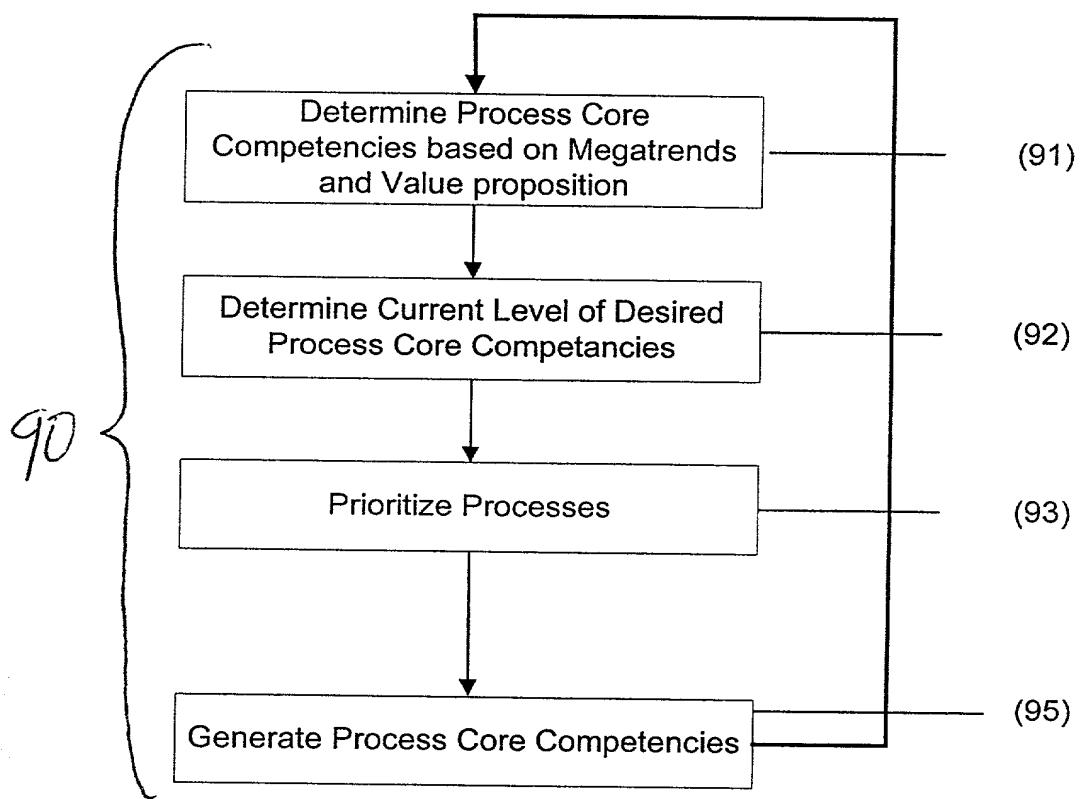


FIG. 9

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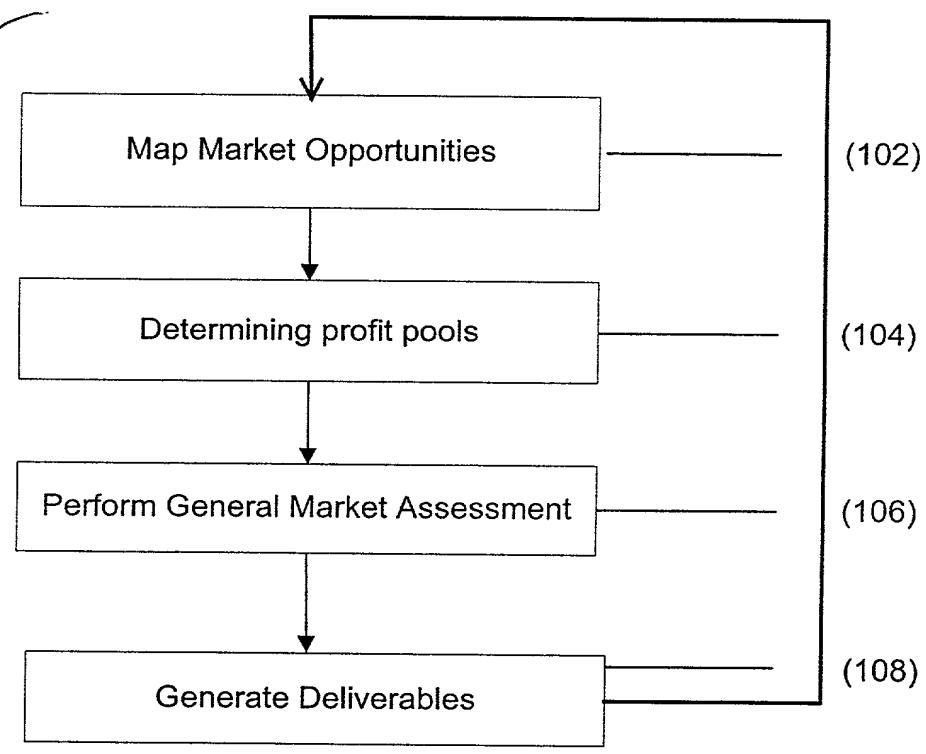


FIG. 10

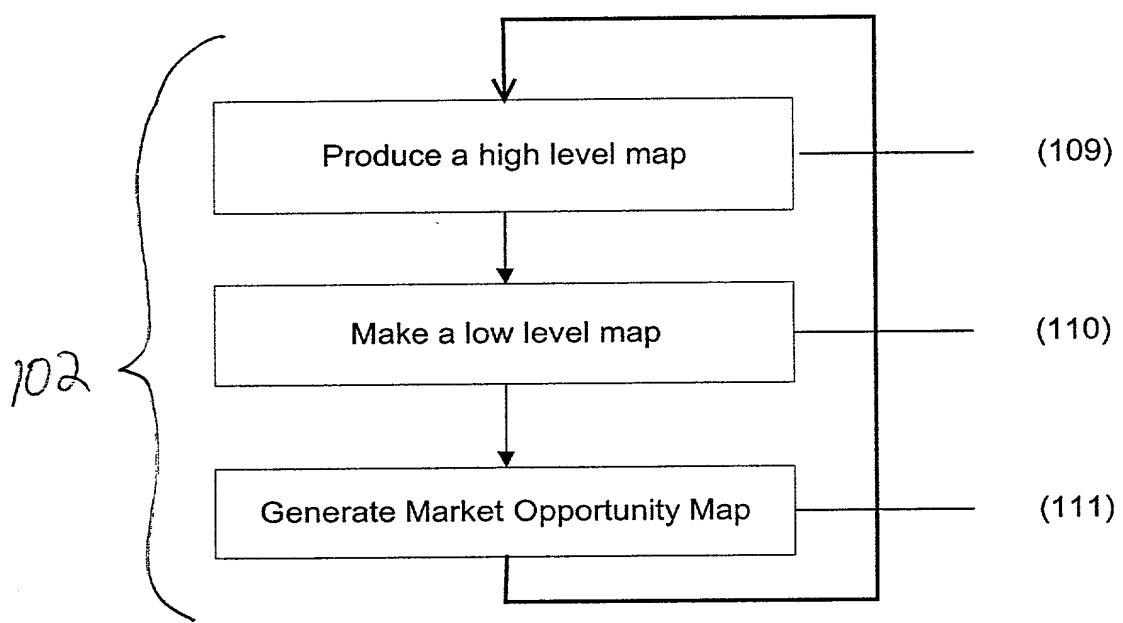


FIG. 11

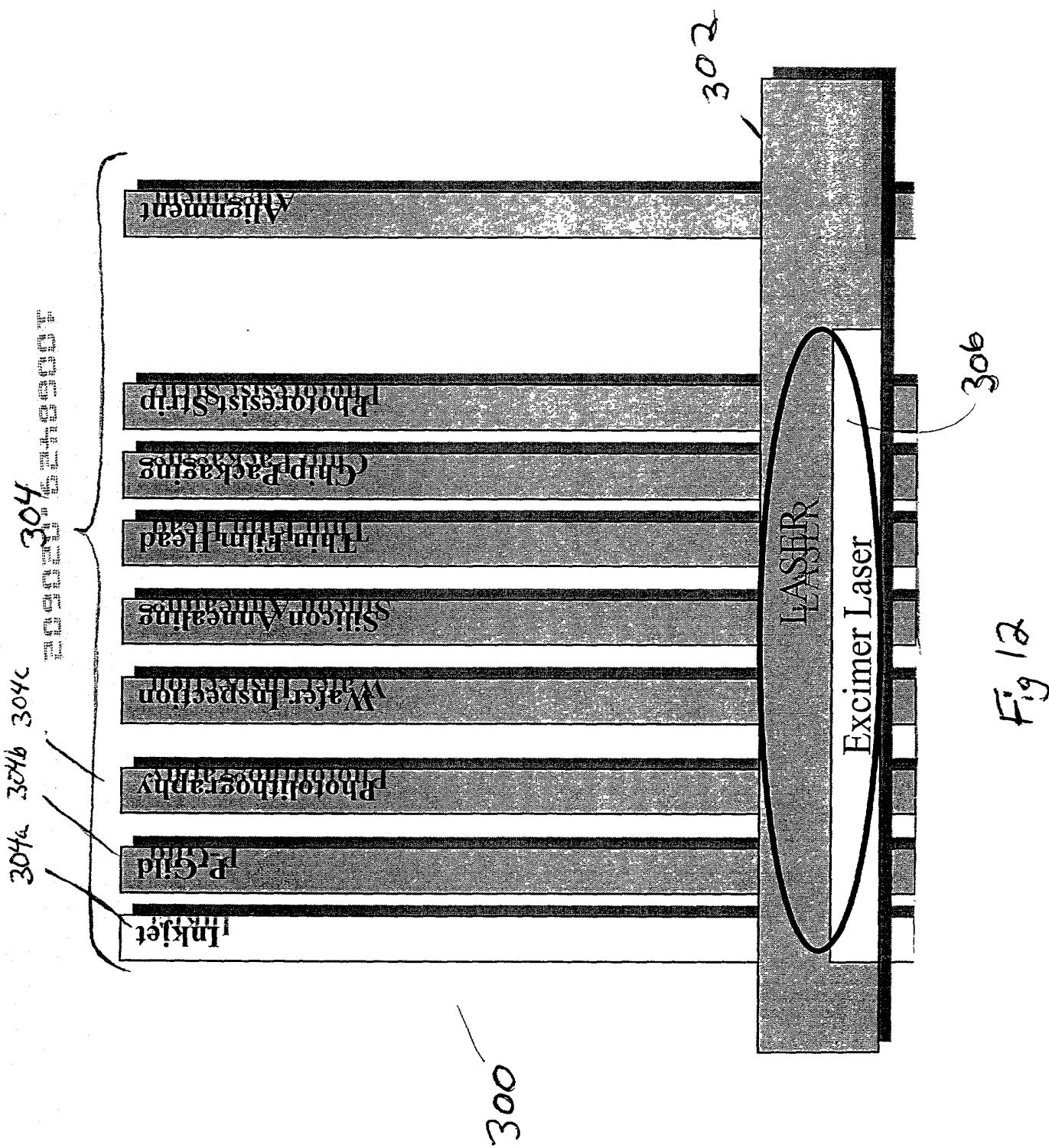


Fig 12

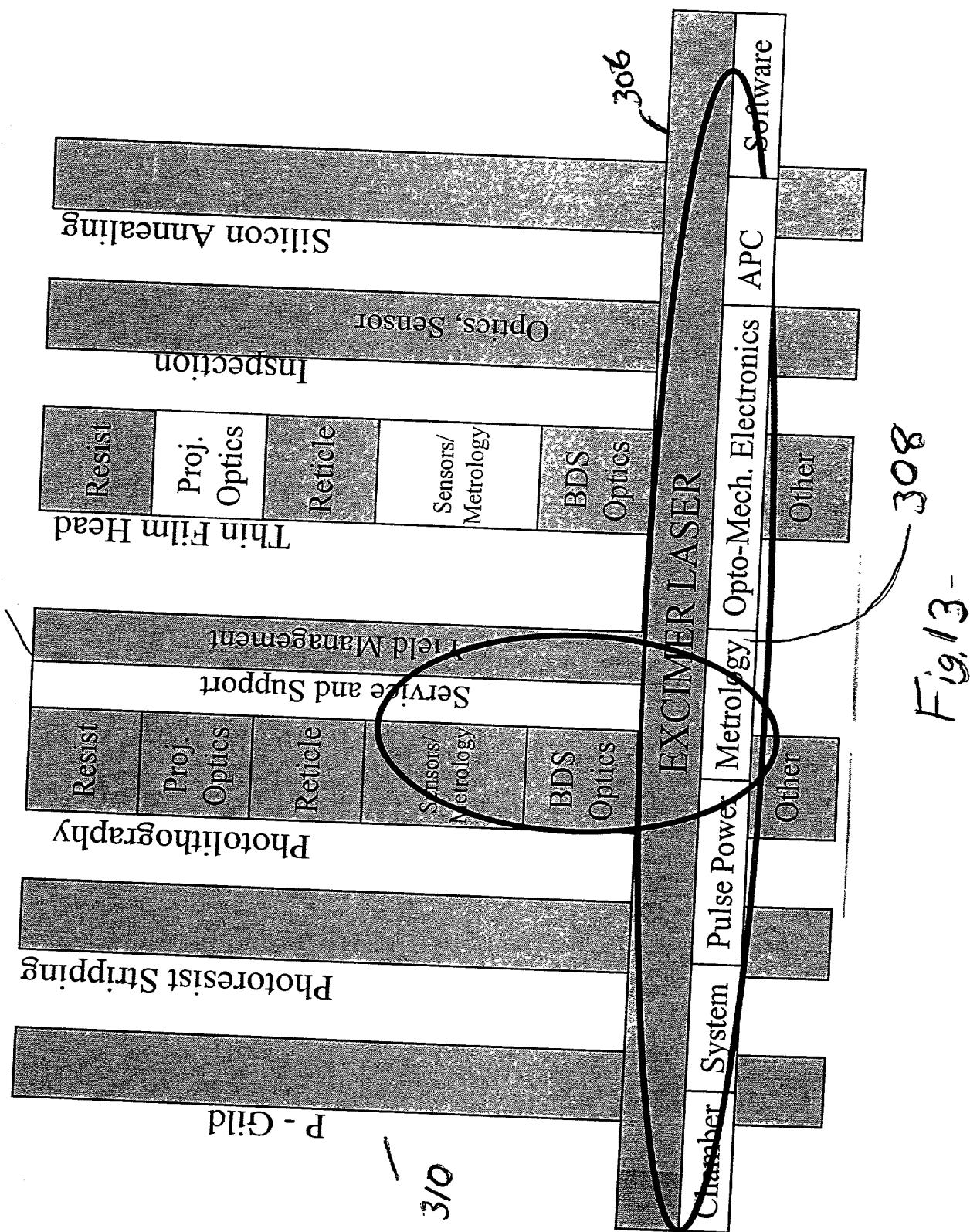
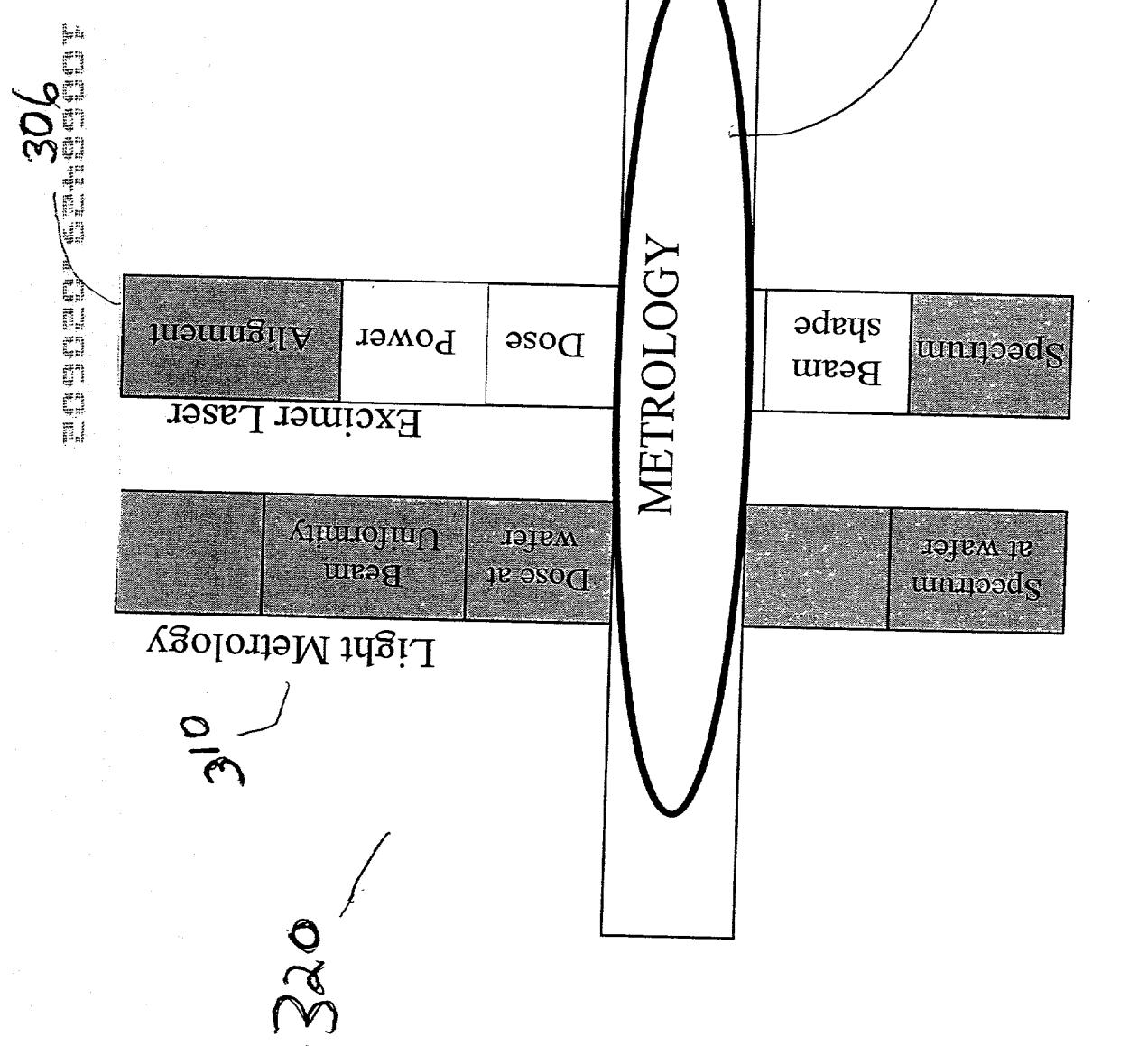


Fig 4



104

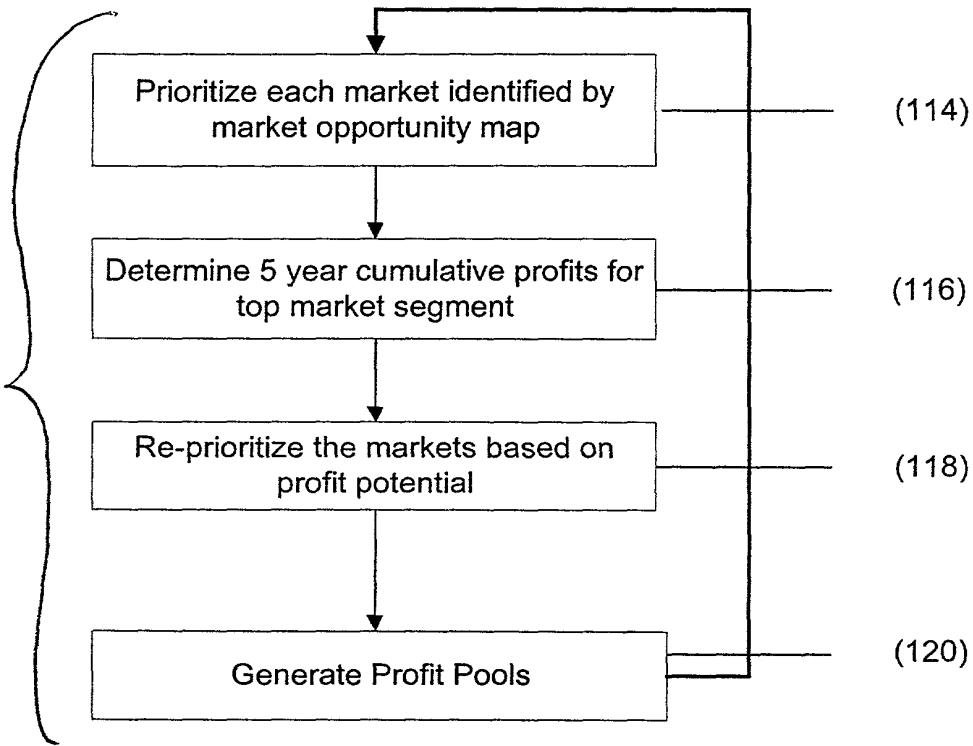


FIG. 15

Market Assessment Checklist	
Mission Statement	
Proposed Program Team	
Market Overview	
Market Definition (What, Why)	
Market Conditions	
Market Growth (CAGR)	
Market Maturity Level	
Players and Technologies	
Profile of top 10	
Total Number	
Customers (and endusers, if applicable)	
Total Number	
Negotiating Power	
Market Profile by Geography	
Barriers to Entry	
General Market IP Level	
Initial Capital Costs	
Economies of Scale	
Customer's cost of switching to new product	
Market Dynamics	
Market Volatility	
Past changes/shifts in the industry	
Complementary Technologies (Infrastructure)	
Overview and Strategy	
Current Status	
Business Strategy	
Potential M&A Targets	
"Must Have Attributes"	
"Nice to Have Attributes" Prioritization	
Pros and Cons	
Patent Portfolio	
Goals and Objectives	
Market Competition	
Competitors Analysis	
Competing Technologies	
Porter Analysis of the Market	
Market Forecast (5 years cumulative)	
Assumptions	
Timing of introduction	
Market Revenue Forecast	
Risk Assessment	
Recommendations	

400

Fig. 16

Porter Analysis: Product A		0.4	0.5	0.5
Threat of new entrants (-2,-1,0,1,2)		0.25	2 is low	Power of suppliers (-2,-1,0,1,2)
Economies of scale are	-1	2 is high	Concentration of supplier	2 is low
Product differentiation is	2	2 is high	Availability of substitute	1
Capital requirements are	-1	2 is high	Importance of customer to the supplier is	-2
Switching costs are	2	2 is high	Differentiation of supplier's product & service	0
Business' control of distribution channels is	2	2 is high	Switching costs of the buyer	0
Business' proprietary knowledge is	2	2 is high	Threat of forward integration	2 is low
Business' access to raw materials is	2	2 is high		
Business' access to government subsidies is	2	2 is high		
Power of buyers (-2,-1,0,1,2)		1.5	2 is low	Threat of substitute products (-2,-1,0,1,2)
Concentration of buyers	2	2 is low	Profitability of substitute product suppliers	-2
Volume of purchase	0	2 is low	Rate of improvement in their price-performance	0
Product differentiation of suppliers	2	2 is high		2 is low
Threat of backward integration	2	2 is low		2 is low
Knowledge of supplier's cost structure	2	2 is low		
Buyer's profitability	1	2 is high		
Importance of supplier quality to final product	1	2 is high		
Percent cost spent of supplier's input	2	2 is low		
Intensity of competitive rivalry (-2,-1,0,1,2)				2 is low
Number of competitors				2 is low
Industry growth rate				2 is high
Fixed costs				-1 is low
Product differentiation				1 is high
Switching costs				1 is high
Exit barriers				1 is low
Strategic substitutes				-1 is low

410

F16, 17

412

414

NBD MA Checklist : Market Name	
Mission Statement	
Proposed Program Team	
Market Overview	
Market Definition (What, Why)	
Market Conditions	
Market Growth (CAGR)	
Market Maturity level	
Market Drivers	
Players and Technologies	
Profile of top 10	
Total Number	
Market Share Division	
Profit Margins	
Customers (and endusers, if applicable)	
Profile of top 10	
Total Number	
Market Share Division	
Value Perceptions	
Negotiating Power	
Market Profile by Geography	
Barrings to Entry	
General Market IP Level	
Initial Capital Costs	
Learning Curve	
Economies of Scale	
Customer's cost of switching to new product	
Pricing	
Product Price	
Price Differentiation	
Price Elasticity	
Cost	
Fixed	
Variable	
Market Dynamics	
Market Volatility	
Past changes/shifts in the industry	
Complementary Technologies (Infrastructure)	
Overview and Strategy	
Current Status	
Business Strategy	
Potential M&A Targets	
"Must Have Attributes"	
"Nice to Have Attributes" Prioritization	
Pre-M&A Checklist	
Product Strategy	
Detailed Product Functionality	
Preliminary Performance Spec	
Technical C&F Studies	
Product Price	
Sales and Distribution Channels	
Pros and Cons	
Patent Portfolio	
Goals and Objectives	
Market Competition	
Competitors Analysis	
Competing Technologies	
Porter Analysis of the Market	
Market Forecast (5 years cumulative)	
Assumptions	
Timing of introduction	
Market Units Forecast by year	
Market Revenue Forecast	
Potential Cymer Market Share by year	
Resource Requirements	
Financial Analysis	
Cumulative Investment (5 years)	
Cumulative Revenue (5 years)	
Cumulative Profit (5 years)	
Payback time	
IRR	
NPV	
Risk Assessment	
Scenario Analysis (Best/Worst outcome)	
Recommendations	

— 420

Fig 18

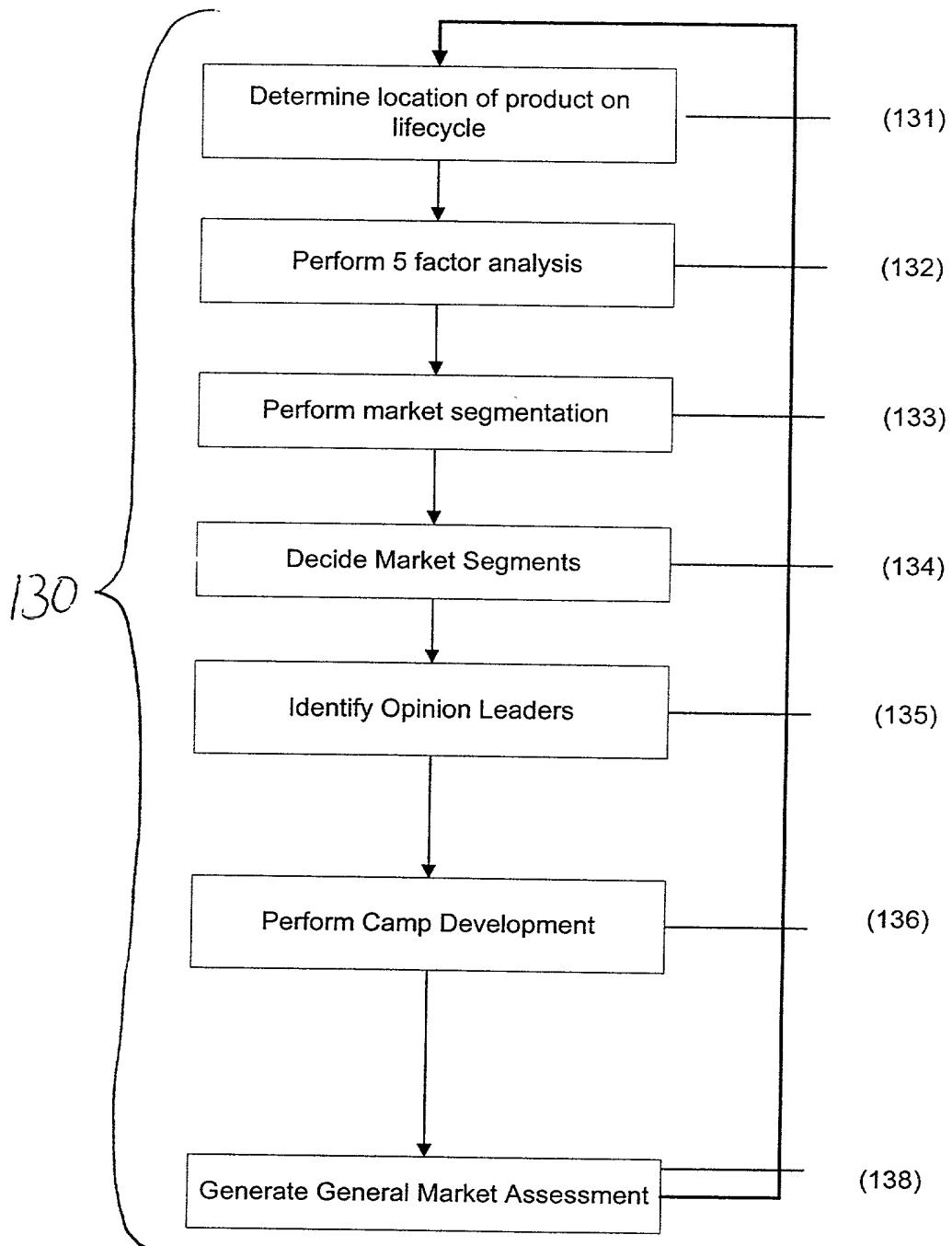


FIG. 19

500

MUST HAVE										
companies	Desired Core Comp. Link	Availability	Vision	Cultural Fit				Potential Mkt. Leader	ST Gain	Strategic Importance
				Integrity	Drive for Innovation	Teamwork	Passion to Succeed	Balance through Humor		
Company A	✓	Maybe	✓	Maybe	Maybe	Maybe	Maybe	Maybe	✓	
Company B	✓	✓	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	✓	
Company C	✓	✓	Maybe	Maybe	✓	Maybe	✓	Maybe	✓	
Company D	✓	✗	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	
Company E	✓	✗	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	✓	
Company F	✓	✓	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	
Company G	✓	✓	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	
Company H	✓	✓	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	
Company I	✓	✓	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	
Company J	✓	✓	✗	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	
Company K	✓	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	

Fig. 20

500

NICE TO HAVE		
companies	Geog. Proximity	LT Gain
		IRR > 30%
Company A	x	Maybe
Company B	x	Maybe
Company C		Maybe
Company D	x	Maybe
Company E	x	Maybe
Company F	✓	Maybe
Company G	x	Maybe
Company H	✓	Maybe

Fig. 21

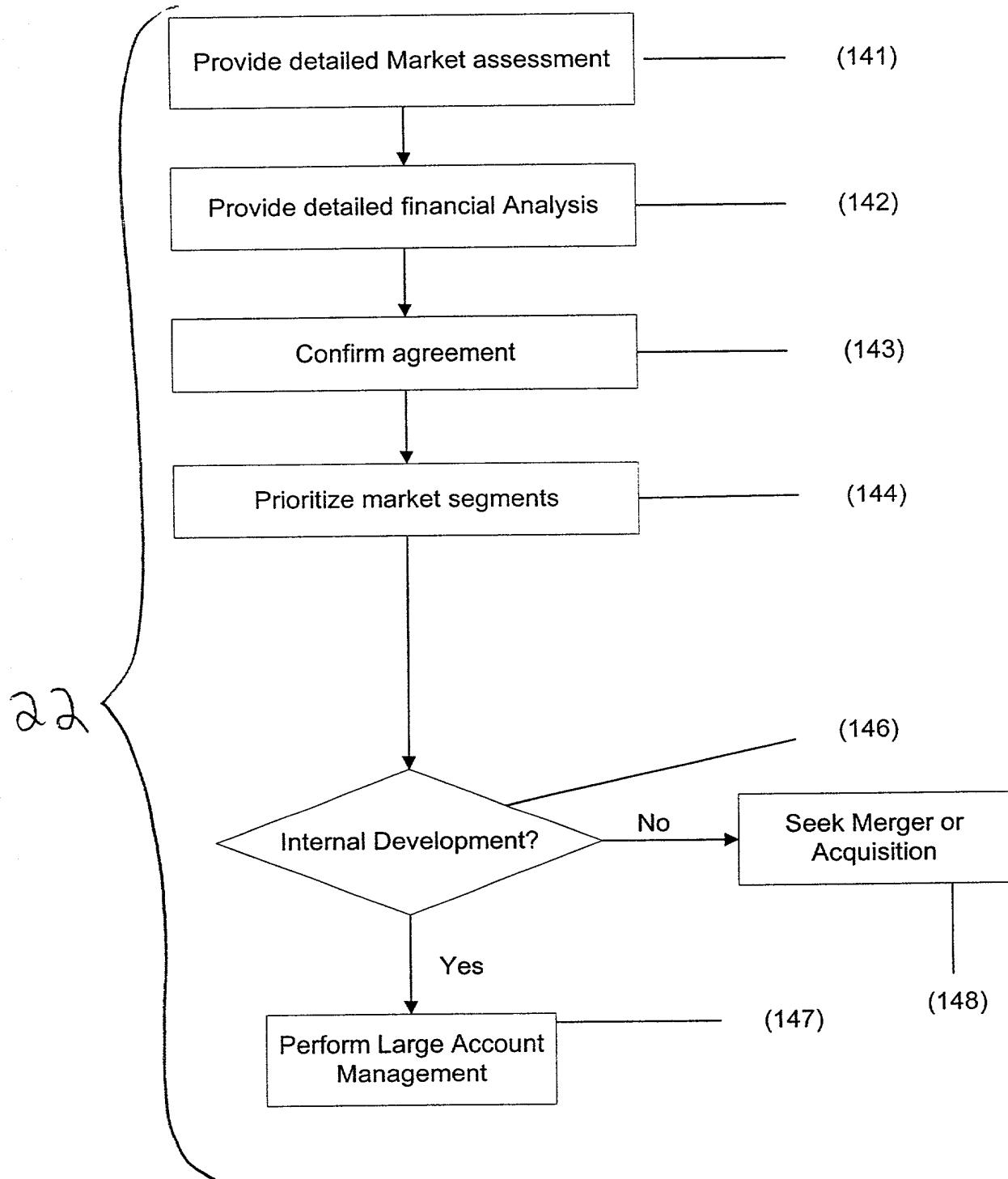


FIG. 22

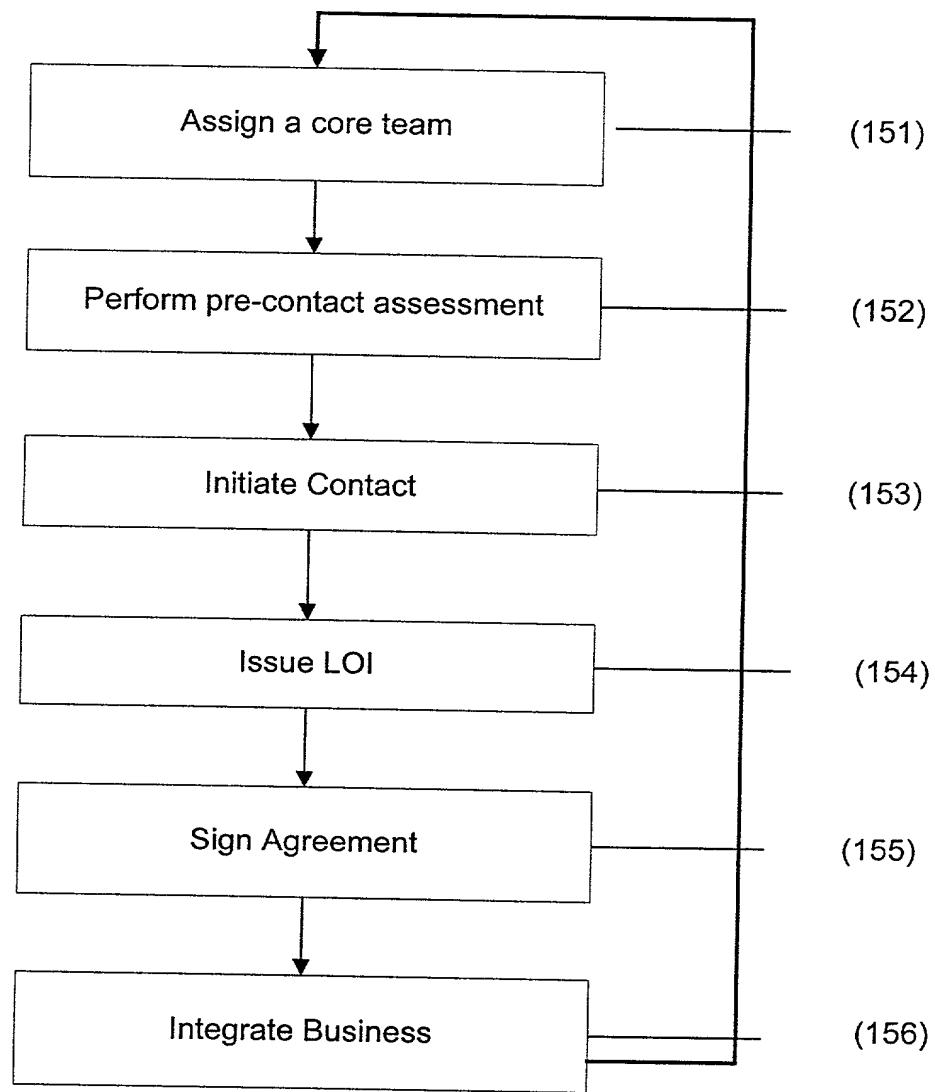


FIG. 23

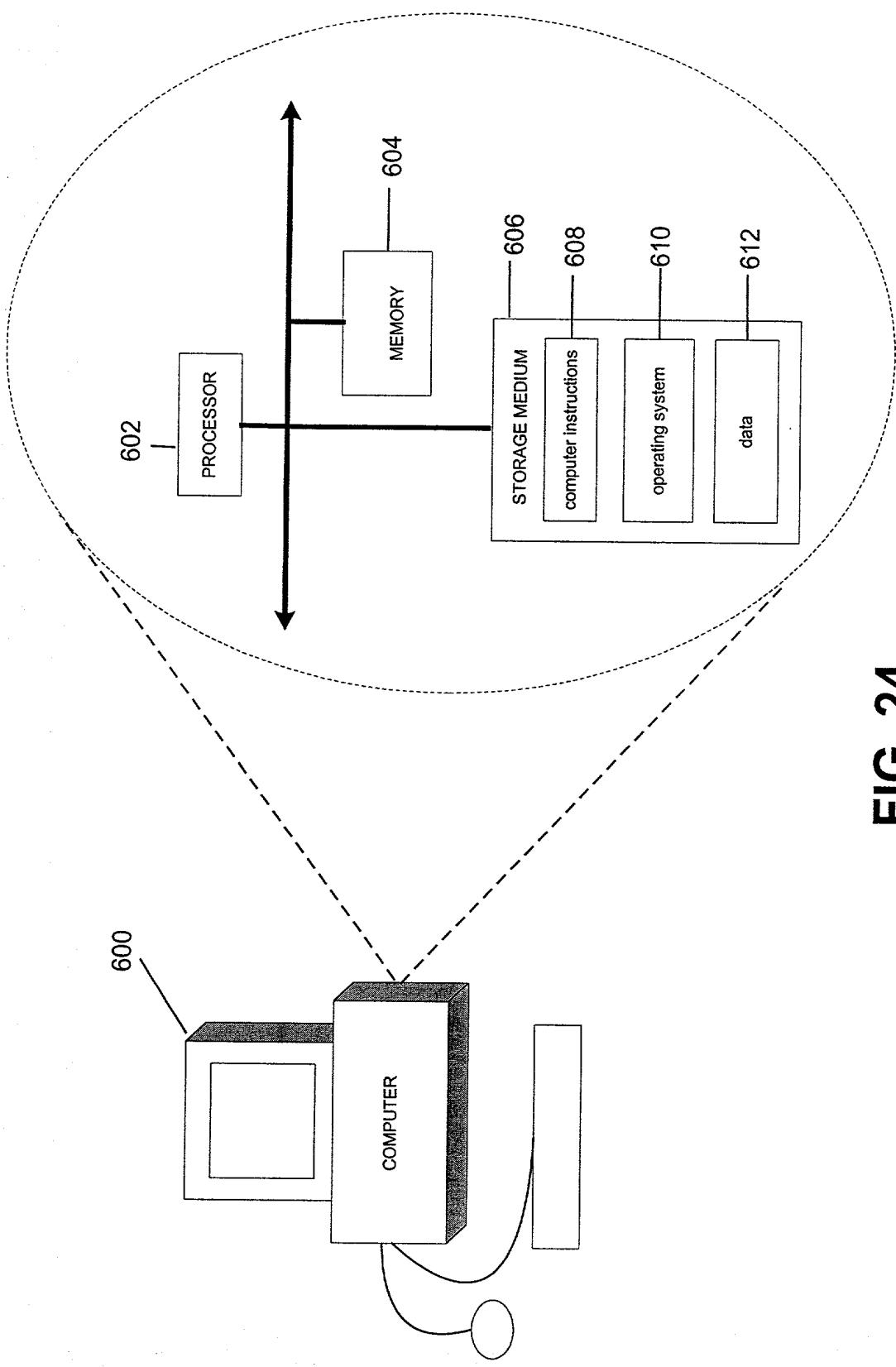


FIG. 24

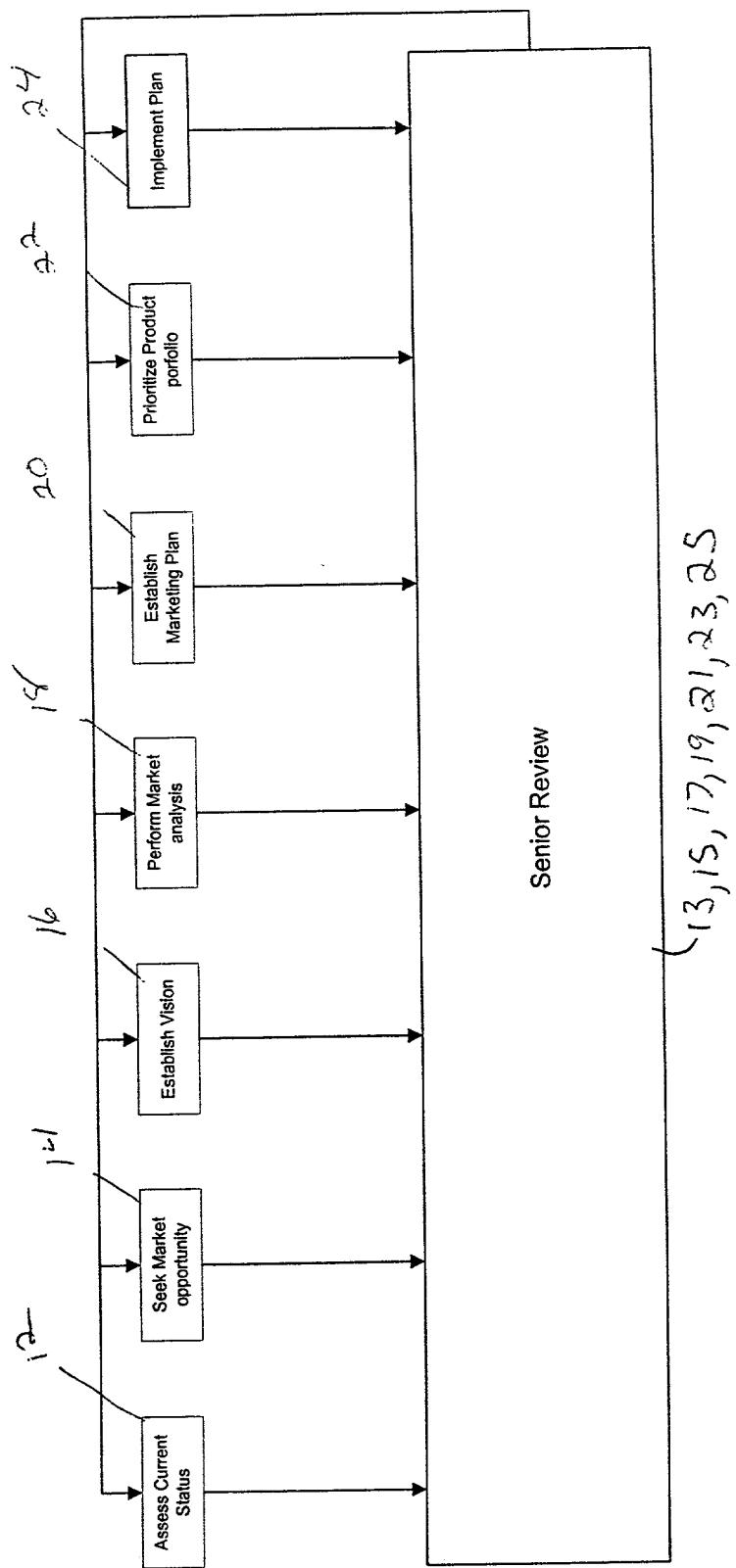


FIG. 25